



# **AutoServicePro™** **(CCP)**

**Suitability for Customer Care Service and Sales**

**INTERPRETATION GUIDE**

## The CustomerCarePro™

The CustomerCarePro™ is a psychometric assessment tool designed to fill the essential role of integrating science into recruiting, selection and development of customer care personnel who will fill the demanding roles of managing customer relationships, providing quality service and selling where necessary.

The CustomerCarePro™ assesses self management potential, motivational structure, organizational fit, people orientation, leadership style, learning needs, communications style, confidence, lifestyle management, approach to listening, emotional intelligence and many other key factors that are common traits in successful Customer Relationship Managers.

### The CustomerCarePro™ is for:

- selecting candidates who would be suited for customer care roles;
- enhancing the development process of customer care personnel;
- assisting in the analysis of customer care cultures;
- assessing potential to become team leaders or managers;
- coaching and developing existing and future customer care personnel.

### The CustomerCarePro™ provides valuable insight into:

- individual needs assessment;
- the right selection decisions;
- matching individual profiles to organizational culture and specific needs;
- improving retention and growth;
- Improving bottom line results.

### This Interpretation Guide is designed to:

- assist in interpreting the CustomerCarePro™ Report;
- help use profile results effectively in recruiting and selection;
- provide coaching, development and mentoring strategies.

The **CustomerCarePro™** is part of the consultant selection process. It will help identify the best candidates for specific consulting roles and cultures and provide coaching and development guidelines. It is validated and follows ADA and EEOC guidelines. The format is easy to follow. This guide will take you through each part of the test, providing you with understanding and hints on how to effectively apply the information.

## **Processing the CustomerCarePro™**

1. Contact your head office for specific instructions on how to get your profiles scored.
2. Take advantage of **on-line profiling at [www.self-management.com](http://www.self-management.com)**.
3. If none of the above options are suitable, you may mail or fax the completed questionnaire to:

**Self Management Group  
155 Rexdale Blvd., Suite 304  
Toronto, Ontario M9W 5Z8  
Fax # 416-746-6757**

**Problems call us at:  
416-746-0444**

**Note: To avoid delays and long distance calls, make sure that the person administering the CustomerCarePro™ checks to ensure all questions have been answered.**

# The CustomerCarePro™ Report

The **CustomerCarePro™** report is divided into 2 separate reports: the **Suitability for Customer Care Service and Sales** which is selection and coaching report for management and Personal **Feedback** report which can be provided to the candidate for self-development.

## **Suitability for Customer Care Service and Sales (for Management use only)**

The cover page of the management report has the **Contents** which lists the individual Sections and the page number of the report where that section can be found. The sections are as follows:

|     |                                                                                      |
|-----|--------------------------------------------------------------------------------------|
| I   | Prediction of Sales and Service Potential                                            |
| II  | Sales and Service Competencies                                                       |
| III | Coach to Success                                                                     |
| IV  | <b>Communication Style</b>                                                           |
| V   | Attitudes                                                                            |
| VI  | Emotional Intelligence                                                               |
| VII | Summary of Scales ( <b>this single page summarizes the CustomerCarePro™ scales</b> ) |

## **Personal Feedback**

The cover page of the candidate feedback has the **Contents** which lists the individual Sections and the page number of the report where that section can be found. The sections are as follows:

|     |                                          |
|-----|------------------------------------------|
| I   | General Recommendations                  |
| II  | What to Seek & Avoid in Your Career Path |
| III | Summary of Strengths                     |
| IV  | <b>Communication Style</b>               |
| V   | Self Confidence and Lifestyle Management |
| VI  | Career Building Attitudes                |

# The CustomerCarePro™ Interpretation Information

There are 8 individual scales which measure character traits which are found in everyone to a greater or lesser degree.

## Power Scores

Enterprising (Ent)  
People Oriented (PO)  
Achievement Orientation (Ach)  
Independent (Ind)

## Neutralizing Scores

Acquiescent (Acq)  
Investigative (Inv)  
Relaxed (Rel)  
Team Oriented (Team)

The traits which are labeled as Power scores are those that are often considered as strengths in a manager. The Power scores are paired with Neutralizing scores which tend to moderate the corresponding power scores to provide a balance between the two.

These 8 trait scales are used to create several key constructs which include **Enterprising Potential (EP)**, **Motivational Profile (MP)**; **Independence Potential (IP)**; **Comfort with Conflict (CWC)** and others.

In addition, the CustomerCarePro™ measures **Self Confidence (SC)**; **Lifestyle Management (LM)**, **Approach to Networking and Self Promotion (NSP)** and **Listening Style (LS)** which reflect the individual's attitudes and opinions about these issues. It is important to understand what each of these scales measure and how the results indicate the candidate's potential for success in customer care roles.

## Enterprising Potential (EP)

- Self-management potential
- Initiating vs. responding
- Ability to plan, organize and monitor own results
- Plan implementation

## Motivational Profile (MP)

- Challenge orientation
- Sense of urgency

## Independence Potential/Team Orientation (IP)

- Relationship to structure
- Independent vs. Team Oriented

## Comfort with Conflict

- Reaction to and comfort with conflict or potential conflict

## People Orientation (PO)

- Relationship Style
- Approach to coaching, training and recruiting

## Investigative Orientation (INV)

- Interest in learning technical material
- Approach to transferring skills as a trainer
- Detail Orientation.

## **Self Confidence (SC)**

- Locus of control scale measuring individual's feelings about being in control of personal and professional circumstances
- Reflects the extent to which the individual feels confident and in control of life

## **Lifestyle Management (LM)**

- Effectiveness in coping with a demanding lifestyle

## **Approach to Networking and Self Promotion (NSP)**

- Reflects individual's approach to networking, dealing with rejection, selling self and organization.

## **Listening Style (LS)**

- Approach to listening to others and gathering information from them

# I. Prediction of Sales and Service Potential

The **Management** section of the report provides a page of predictions about the individual's approach and suitability for various roles in a customer care culture. This overview of the individual's potential is presented in a graphic manner. The graphs and text on this page will give the hiring manager or coach an effective snapshot of the individual's approach to some of the key issues providing service and developing business opportunities in the customer care environment.

## Prediction of Sales Potential

### Prediction of Sales Potential

An indication of the individual's natural approach to selling and best fit within the customer care culture.



This scale provides an insight into which type of selling would be the best fit for the individual. Based on the character traits that predict motivation, self directedness and independence, this scale reflects the mix that the candidate has and the type of customer care selling where he/she would perform most effectively.

### Left Side

Those who are in the leftmost two rectangles (as in the example, would tend to be best suited for outbound selling where they need to be effective prospecting and closing. Their profiles are most similar to sales people in competitive selling where compensation is normally tied to performance. They would tend to prefer more flexibility in the sales process because they are versatile and flexible by nature.

### Middle Range

Those in the 3 rectangles in the middle would tend to be more comfortable selling and providing service. They would tend to be comfortable moving a service based contact to a selling situation by exploring additional revenue opportunities. People in this range would be suitable for call centers that focus on turning customer contact into increased business.

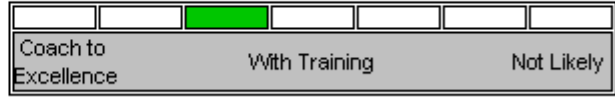
### Right Side

Typically, those on the right will be effective dealing with order taking rather than looking for new business. If the process is designed to move from service to sales, they would have a better opportunity for success.

# Business Development

## Business Development

Reflects the person's approach to creating new business development opportunities



### Left Side

Those who are in the leftmost group are naturally suited to prospecting without need for a consistent process as they are self directed and tend to operate without need for coaching. Their profiles are most similar to sales people in roles that require them to look for new clients without having lists or processes that find them. They tend to be assertive and comfortable looking for new opportunities.

### Middle Range

Those in the middle would range tend to be more process oriented with some comfort adapting the process to look for opportunities. People in this range would be suitable for call centers who follow a process but allow for some adaptation.

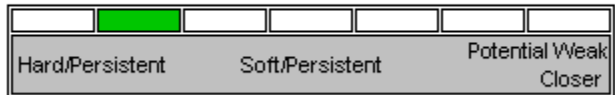
### Right Side

Those on the right will be more process oriented and will need a lot of training and coaching to be effective selling. They will tend to acquiesce in the sales process and are more suited to dealing with people who are ready to buy rather than probing for opportunities to do more business.

# Approach to Client

## Approach to Client

An indicator of how aggressively the individual will pursue the business opportunity once it has been identified



### Left Side

Very intensely motivated by challenge. This is normally reflected by a very high sense of urgency and a bottom line focus. The farther left, the more intense there motivation is. People in this range should be persistent, hard closers in the sales process.

### Middle Range

People in this range are balanced between challenge/money motivation and a people/service focus. They tend to be somewhat persistent, soft closers who could be effective with a loyal client base.

### Right Side

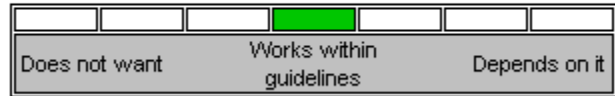
People in this range tend to be very service oriented. Their primary focus will be on the client needs and will find it difficult to pursue the opportunity and close in the sales process.



# Need for Script and/or Structure

## Need for Script and/or Structure

The degree to which the person will accept the structure and script used in customer care selling



### Left Side

People in this range very independent and do not like to follow structure. They can be very resourceful and competent but will not like to follow scripts or be restricted by a lot of rules and policy.

### Middle Range

People in the middle range can be independent and flexible within a certain amount of structure. They would be comfortable with guidelines and scripts and structure that allow for some creativity.

### Right Side

People on the right end of the graph tend to be most comfortable following a script and will be most effective if the rules, policy and other structures in the customer care role are clear.

# Managing Rejection

## Managing Rejection

An indicator of the individual's ability to manage rejection during a customer contact



### Left Side

Those on the left end of the graph tend to be less sensitive and more comfortable when dealing with rejection by the client or prospect.

### Middle Range

Those in this range are able to deal with rejection reasonably effectively.

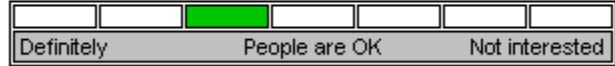
### Right Side

Those in this area are more apt to be quite sensitive and less comfortable when a client is disinterested or rejects a proposal.

# A People Person?

## A People Person?

Reflects individual's approach to building relationships with new contacts.



### Left Side

People in this range are very people oriented and are energized by meeting and interacting with people. This is generally a strength in customer care people.

### Middle Range

People in this range would enjoy people most of the time and be suitable for most customer care roles.

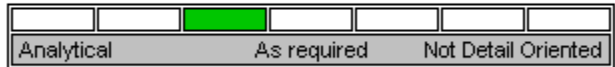
### Right Side

People in the rightmost rectangles are not particularly outgoing and are more suited for customer care roles that rely on problem solving and technical expertise.

# Detail Orientation

## Detail Orientation

Reflects the individual's approach to technical detail.



### Left Side

People in this range are quite analytical and pay attention to detail. They are generally well suited to problem solving.

### Middle Range

The middle 3 rectangles reflect average detail orientation which is necessary for most service roles.

### Right Side

People on the right end of the scale tend to focus on their existing knowledge base and would be less suitable for customer care roles with a significant problem solving component.

## II. Sales and Service Competencies

The next section of the **Management** report provides a page of feedback about the individual's traits and how they would relate to a number of competencies that have been identified as important in customer care and customer relationship management. The graphs and text on this page will give the hiring manager or coach an effective understand of the individual's approach to these competencies.

### Goal Orientation

#### Goal Orientation

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An indication of the individual's natural approach to goal setting.



#### Left Side

Individuals in this range tend to set short term goals.

#### Middle Range

Individuals in this range will tend to evaluate more thoroughly before making decisions.

#### Right Side

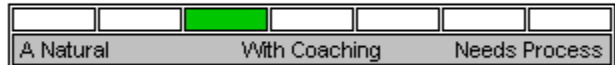
People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when making a decision.

### A Self Manager?

#### A Self-Manager?

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Evaluates the extent to which the individual manages self effectively without coaching or a process.



#### Left Side

Individuals in this range tend to be proactive and initiate activity. They are generally very effective and in most cultures are the top performers. They may not be suitable for call center or other service cultures that are dominated by process with little room for adaptation

#### Middle Range

Individuals in the middle 3 rectangle are in the average range and are comfortable both initiating activity and following a process. In many service cultures, those in this range are very effective.

#### Right Side

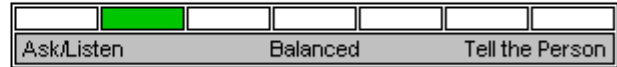
People in this range will be very process oriented. They become most effective if they have been performing the role or a similar one over an extended period of time.

# Communications Style

## Communication Style

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Reflects the person's natural style of communicating with others on an interpersonal basis



### Left Side

Communicates normally by asking questions and using the answers to direct the flow of information, is generally patient and interested in the other person's point-of-view.

### Middle Range

There is a balance between asking the questions and giving the information.

### Right Side

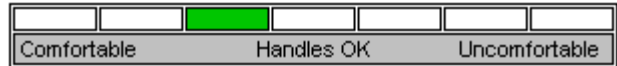
The primary focus is on the facts. Can be impatient and may direct the conversation provide information rather than eliciting it from others.

# Comfort with Conflict

## Comfort with Conflict

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Refers to the individual's natural reaction to a situation where there is conflict or the potential for it



### Left Side

Very comfortable in situations where there is conflict or potential for conflict. However, may need coaching to avoid creating conflict when dealing with customers.

### Middle Range

Balanced between asking questions and giving information

### Right Side

Is focused primarily on the facts and tends to be very analytical in approach the issues and may not pay enough attention to people's concerns. Provide information rather than eliciting it from others.

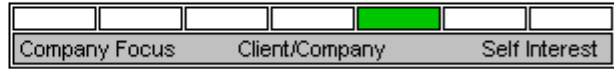
**NB:** Additional feedback on Comfort with Conflict is addressed in Section III (Coach to Success) of both the report and this user guide.

# Loyalty

## Loyalty

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An indicator of the individual's probable primary loyalty



### Left Side

People scoring in this range would be viewed as motivated by security, service and tending to follow organizational guidelines.

### Middle Range

The individual is balanced between the customer or client's need and the company's needs.

### Right Side

Tending to follow own guidelines and respond to own motivational needs.

NB. This measure is one of personality. It is based on the individual's motivation and approach to structure and guidelines. It should be viewed as an assessment of loyalty to the organization. It should be noted that loyalty could also be affected by emotions and attitudes which are not part of this construct.

# Decision Making

## Decision Making

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Reflects the individual's probable approach to making decisions



### Left Side

Individuals in this range will tend to take action on their own, evaluate the situation and make decisions quickly and decisively.

### Middle Range

Individuals in this range will tend to evaluate the material and the issues more thoroughly before making decisions.

### Right Side

People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when making a decision.

## Overall Attitude

### Overall Attitude

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Reflects the individual's attitudes and how they will effect customers and prospects



### Left Side

Individuals in this range have very positive attitudes that will generally have a positive effect when interacting with customers.

### Middle Range

Individuals in this range have generally suitable attitudes for interacting with customers.

### Right Side

Individuals in this range may have attitudinal issues that could have impact on their interactions and relationships with customers.

## Confidence

### Confidence

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An evaluation of the individual's feelings of being in control and taking ownership of various issues



### Left Side

Individuals in this range believe that they are in control of their own environment. They take responsibility for their own actions and believe that when they take on a task the job gets done.

### Middle Range

Individuals in the three middle rectangles are confident most of the time and tend to take responsibility for their own actions most of the time.

### Right Side

Individuals in this range have low levels of confidence and believe that things are outside of their control. This may have negative impact on performance and the willingness to take responsibility for their own actions.

NB. Additional feedback on Confidence is addressed in Section V (Attitudes) of both the report and this user guide.

# Managing Lifestyle

## Managing Lifestyle

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Evaluates individual's approach to integrating demanding career with busy lifestyle



### Left Side

Individuals in this range have stated that they have developed habits that manage stress as well as helpful strategies that help them integrate the various demands of a busy lifestyle.

### Middle Range

Individuals in the middle 3 rectangles are average for the population

### Right Side

Individuals in this range have low levels of confidence and believe that things are outside of their control. This may have negative impact on performance and the willingness to take responsibility for their own actions.

NB. Additional feedback on Managing Lifestyle is addressed in Section V (Attitudes) of both the report and this user guide.

### III Coach to Success

This section deals with the candidate's key character traits and how they relate to working in a customer care role. This section reports on:

- Self Management/Business Development
- Approach to Client (Sales and Service)
- Need for Script and/or Structure (Environmental Fit)
- Comfort With Conflict

In addition, the CustomerCarePro™ provides coaching suggestions based on the characteristic of the individual.

Each of these traits are scored on a 7 segment scale with the highest numerical scores on the left end of the scale. For purposes of this manual we will describe each scale in three groups: Above Average; Average and Below Average.

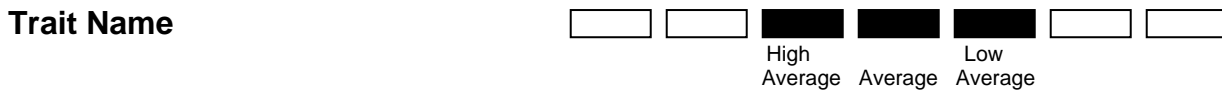
#### High/Above Average Range

High/Above average scores are represented for each trait in the two leftmost boxes on the scales. This is not an implied judgment but merely represents scores in approximately the top 20% of the population on the scales (which are normative and can be used to provide comparisons of different individuals).



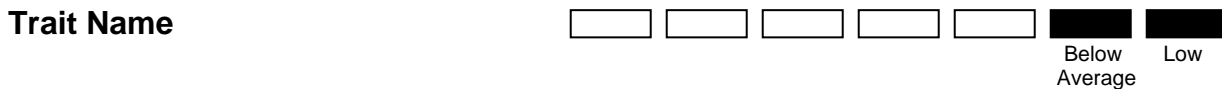
#### Average Range

Above average scores are represented for each trait in the three middle boxes on the scales. Approximately 60% of the population will score in this range.



#### Below Average/Low Range

Below average and low scores are represented for each trait in the two boxes at the rightmost end of each scale. Again, this is not an implied judgment but approximately 20% of the population will scores in this range on the given scale





## Self Management (Business Development)

Self Management is a measure of one's **potential** to plan and direct oneself effectively, to self reinforce and to focus on achieving goals. A strong self manager is one who will typically excel in a good environment and survive in a poorer one. Those who tend to respond to a system will be best suited to more process oriented roles where there is a consistent, more defined way of doing things. Self Management is measured on the Enterprising Potential (EP) scale which has been validated as part of the proprietary Personal Orientation Profile™ or POP™.

### Self-Management/Business Development



### Proactive/Assertive

Scores toward the **left end** of this scale indicate individuals with **high levels of self management potential** who would be able to develop their own plans and execute them with limited supervision and feedback from management. They are able to work on their own and prefer minimal direction. They are normally able to motivate themselves without much input from their management. They would work well within a system that facilitates rather than directs. Managers who coach and consult rather than tell are best for them. A self manager will be able to handle most situations on his/her own and be self monitoring.

### Coaching Suggestions for Above Average To High Self Management

Strong self managers have the most potential to make use of their strengths and skills to maximize their effectiveness. Individuals with this type of profile are often top performers who will initiate activity rather than waiting to respond to a process or someone else. They should be encouraged to create their own plans to achieve their personal and professional goals. They are generally self evaluating and may also be somewhat critical of their own performance. Once they have learned to develop their own plans, they should be encouraged to share their progress informally. Coach effort rather than coaxing a self manager. Avoid being too directive.

People with this sort of profile will prefer customer care roles that provide them with the opportunity to use their skills and self manage. They will respond best to managers who provide a clear understanding of organizational goals and who help by coaching and facilitating rather than over-managing.

People who are effective self managers can be well suited for more senior and/or independent roles as they must be able to manage themselves effectively before taking on the role of managing others. If they show potential for leadership roles, provide them with suitable leadership and self management training.

Be aware that strong self managers can be too strong for some managers and customer care cultures that rely heavily on process. People who are very proactive and self managing could find 'hands-on' managers and process focused environments to be limiting.

## Average Range

The majority of the general population (approximately 60-66%) will have scores in the average range, indicating **average self management potential**. An individual in the average range may need direction some of the time but can work without supervision much of the time. They have the potential to become good self managers with some coaching on such issues as planning, self evaluation and developing the ability to self motivate. They will likely work well with managers who provide clear guidance and coach without being overly directive. They should be able to work in a process oriented environment that allows for some adaptation.

### Coaching Suggestions for Average Self Management Potential

Individuals in the average range react well to a balance of process and being left alone to do their job. They will need a well monitored working environment but many (particularly those in the high average range) should be able to learn how to manage their time effectively.

They will react favorably to positive feedback when they have achieved their goals and met their commitments.

Help people in this range to evaluate their own progress on an ongoing basis. If short term goals are not being met, long term goals will also slip. Help them prioritize their activities and help them focus on what they need to be doing to accomplish their goals. This is an important issue, particularly for ambitious people with high levels of challenge motivation and only modest self management potential.

People in the average to low average range will find it difficult to perform consistently in very demanding environments unless they are very process oriented environments where things are relatively predictable. Those individuals can also have relatively modest standards for their personal performance and will be best suited to responding to the standards of a fairly structured, well monitored system.

Praise and coach effort, avoid coaxing.

## Responsive/Process Oriented

Individuals who score toward the right end of the scale would be described as responsive or process-oriented. In some cases, they will have modest self-imposed standards but may take great pride in the quality of product or service that they deliver. They will be most comfortable in situations that are well documented and/or similar to their previous experience. They will seek guidance from management or operational documentation until comfortable that their work is up to standards. These individuals will be at their best when working with familiar products, processes and situations. Some may require coaching to develop and maintain good basic work habits and the ability to work independently. People who score in this range will be most suited best to a structured system that provides consistent and regular feedback.

### Coaching Suggestions For Responsive/Process Oriented People

Individuals who are below average on this scale will need consistent feedback and hands-on leadership or well-defined processes. They are best suited to familiar, routine tasks. Previous experience will be a good indicator of the best fit in a customer care environment.

Provide a well structured plan with clear objectives and outline the specific activities that are needed to achieve these objectives. Avoid unstructured situations or projects where there is a need for a lot of initiative. Use existing strengths as much as possible when coaching individuals in this range.

Some coaching and supervision may be necessary to enhance performance.

## Approach to Client (Sales and Service)

The **Approach to Client** is based on the **Motivational Profile (MP)** scale provides an assessment on the complex issue of motivation and the factors that motivate the individual. This is very important in determining how well the candidate will fit and perform in certain roles.

We are all motivated by a variety of things but people tend to fit on a continuum. Those on the left tend to seek challenge on an ongoing basis and are often viewed as driven, bottom-line oriented and having an extreme sense of urgency. Those on the right end are very relaxed, easy-going and tend to seek comfort and security. The majority of the population is somewhere in the middle with a balanced blend of these factors.

### Approach to Client (Sales and Service)



### Results Focus

Individuals who score on the left end of this scale would be described as challenge oriented, determined and having a sense of urgency. They look for frequent challenges in their work and like to have ways to measure their successes. People with this type of motivational profile tend to work well in fast-paced, challenging environments. People with this type of profile would likely respond favorably to a compensation package that combined a base salary with performance bonuses based on meeting specific goals. This approach to clients is suitable for telemarketing and closing. It can also be reflected in impatience.

NB. Individuals motivated by challenge motivation need to have commensurate self management ability to meet the challenges that they set for themselves. If they are consistently unable to achieve their goals, they can become candidates for 'burn-out'.

### Coaching Suggestions for Results Focused People

People who are focused on results are highly motivated by challenge and sales and/or difficult problems that need to be completed quickly would be suitable challenges.

If possible, give them the opportunity to set goals for themselves as they may be more challenging than those that management would set for them. To help them achieve their goals, make certain that they are planning effectively and working independently. People with this motivational structure will often respond to financial compensation tied to performance if that is an option within the organization.

Some people who are very focused on the 'bottom line' may need coaching on the people and service aspects of dealing with customers. Coach them to retain their sense of urgency without appearing to be impatient.

'Bottom line' people also need recognition. Acknowledge and reinforce their achievements when appropriate.

People with high challenge orientation are best suited to the customer care roles that have a sales component and should respond well to the challenge of selling and/or dealing with difficult problems.

### Balanced

People scoring in the average range have motivational structures that have a balance between both challenge and people/service components. The majority of the population would fit into this range. Those scoring in the left most shaded box would be a little more challenge driven and exhibit more of a sense of urgency while those to the right who would tend to be more relaxed. Generally, people with this motivational profile prefer a mixture of short term and long term objectives. They are best suited to environments that include a mixture of established functions and new challenges.

### Coaching Suggestions for those with an Average Motivational Profile

People in the average range, particularly those in the high average range like a certain amount of challenge in their work. They will appreciate an easy-to-understand way of measuring their success on a regular basis.

People with average levels of motivation have more need for recognition of their achievements and will respond well to praise and the feeling that they are being of service to others. Help them to understand the aspects of a customer care career that will reward them in this way.

If organizational goals are not being met consistently, discuss them with the individual to determine whether they he/she is doing what he/she has committed to do. If the work ethic is consistent and daily goals are not being met, it may be necessary to find ways to revise these goals.

## **Service Focused**

Individuals who score on the right end of this scale are normally very relaxed, dependable and most comfortable when working toward long term goals. Usually, they would be perceived as easy going, loyal and would be likely to take as much time as was necessary to deal with their tasks thoroughly. They are generally best suited to a well regulated environment that emphasizes procedure.

People with this type of motivational profile may have difficulty achieving anything better than average performance in fast paced, task oriented environments.

### **Coaching Suggestions for those with Below Average to Low Motivational Profile**

People with this profile will be most comfortable in service oriented roles including training and developing others, building relationships etc. Help the individual understand that this can be a strength where patience, attention to detail and dealing with the needs of others are important.

If the individual is working in a goal oriented environment, he/she will need help setting regular, achievable goals. Coach him/her to focus on what needs to be accomplished on a daily basis and ask for his/her commitment to daily goals. Coach him/her to monitor daily activity on a regular basis in order to maintain consistent performance.

Match him/her with mentors who will help with goal setting and reinforce any achievements by recognizing and praising them. Individuals with this motivational profile will be most effective in careers where projects are longer term with less focus on a 'bottom line'.

## Need for Script and/or Structure (Environmental Fit)

**Need for Script and/or Structure (Environmental Fit)** is an important measure of how a person will fit into various environments. It is based on the IP scale\* and measures to what degree the individual prefers to fit into existing structure and systems and to what degree he/she would prefer to create his/her own structure and systems.

This is a key indicator of retention as people who dislike structure are often frustrated in highly structured environments while those who prefer structure will be uncomfortable in a very fluid, unstructured environment.

\*NB. The IP scale is also called Independence Potential in the Personal Orientation Profile™ (POP™)

### Need for Script and/or Structure (Environmental Fit)



### Prefers to Create

People who score on the left end of the scale will follow existing systems and procedures only when they are viewed as helpful and supporting their own goals. If they do not care for the existing structure, they will often ignore it and/or create their own version. They can be perceived as strong minded, stubborn and demanding and will require considerable freedom to act independently. This profile can be a strength in areas where the individual must work in a very fluid environment and/or create their own structure such as developing new systems or working out of a home office. Be prepared to evaluate and discuss their feedback on the existing systems and structure.

This is one of the key factors which determine how well people adapt to a team and/or an organizational structure. Those who score in this range can be very resourceful at times but they are often retention risks.

### Coaching Suggestions for Very Independent People

Highly independent people like to develop their own structure, so they will work best in a culture that provides a fair amount of freedom. They would work best with strong, flexible mentors whom they respect. When highly independent people are exercising good judgment, allow them more freedom.

Managers who deal with highly independent people must be very secure and able to cope with people who are more comfortable creating their own systems and structure rather than following established procedures. People with this profile can be stubborn, demanding and non-conforming. They can be very stressful to manage especially if the manager does not have a similar profile.

Provided that they have the appropriate skills, independent people with this profile can be valuable in developing new systems and procedures. They will not be comfortable with very structured scripts or business cultures that are highly procedure oriented. If they are reluctant to follow existing systems, coach them to develop prototypes for change in their spare time and avoid criticizing the structure.

Coach them to look for careers where they can create their own structure or team environment if they are able to work independently within a loose structure with clear team goals. Help them avoid careers where they will feel constrained by too many procedures and/or guidelines.

## **Average Range**

The majority of the population will score in the middle boxes on the scale and would generally be viewed as being co-operative most of the time and moderately independent when the situation calls for independence. They would integrate reasonably well with existing systems and be comfortable following a script.

### **Coaching Suggestions those in the Average Range**

Match individuals with this profile to customer care roles that are relatively structured but for individual thinking.

Provide the guidance and structure that will allow them to be effective without restricting them to inflexible scripts or procedures.

Consult with them when developing new scripts or systems that deal with their areas of expertise.

## **Follows Guidelines**

Individuals who score towards the right end of this scale are very team oriented and tend to conform to organizational guidelines. They will be most comfortable in a work environment that emphasizes teamwork and has established structure and existing systems. They are much more likely to follow existing procedures rather than change them. They will perform most effectively in a fairly structured environment.

\*\* People with this type of profile may become reliant on other team members or the structure. They can have difficulty dealing with unusual situations that are not covered by policy.

### **Coaching Suggestions for Dependent Team Members**

Match people with this profile to team oriented careers that are structured and well documented. They will be most comfortable in a team environment that makes use of their existing strengths.

Help them look for well documented systems/processes that will help them reach their goals while providing clear direction and feedback.

Coach them to avoid developing dependency relationships by asking them for their suggestions on developing new systems, new procedures and other innovations.

## Comfort with Conflict

The **Comfort with Conflict (CWC)** scale is a reflection of the individual's comfort dealing with situations where there is conflict or potential for it. People who are comfortable with conflict will address it while those who are not tend to acquiesce around others and avoid dealing with issues that may lead to disputes or other forms of conflict.

It is a very important factor in fitting to careers as many careers have a significant amount of conflict that must be managed. Roles which require someone to deal with angry customers or clientele produce conflict and most management roles have the potential for conflict on a regular basis. If the individual is not comfortable with conflict, these sorts of roles will be sources of stress.

### Comfort with Conflict



### Very Comfortable

People who have this profile tend to be comfortable in situations where there is potential for conflict. Sometimes people like this may create conflict if they feel that it will further their own goals or even because they enjoy it. They would be relatively relaxed in situations where conflict is a common occurrence or where there is ongoing tension that requires their intervention.

#### Developmental Suggestions for People who are Very Comfortable with Conflict

Coach them to take advantage of their comfort with conflict by showing them how to practice and demonstrate restraint so they can be very effective in careers that require this ability. Coach them to feel good about keeping cool in these situations and avoiding the temptation to engage in debate.

Coach them to listen effectively and to address the concerns of other people. People with this profile can be so comfortable with conflict that they may enjoy it, which will not be helpful if they start to create conflict.

Provide communications and conflict resolution skills training to help them deal with conflict situations more effectively.

People with this profile would be more suited for roles that are likely to include conflict (e.g. escalating service calls, collections, managing claims or any other role that deals continually with clients who are upset)

### Average Comfort with Conflict

People with average comfort with conflict are able to be comfortable in most situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. They will be suited to roles dealing with some conflict where the organization is prepared to invest in training and strategies that will help resolve and minimize the conflict.

#### Developmental Suggestions for People who have Average Comfort with Conflict

People with this profile will be comfortable with some conflict in their work but should not look for careers where there is a very high probability of regular conflict. Communications and conflict resolution skills training will help them deal with conflict situations more effectively. Assertiveness training may help them feel more comfortable with conflict.

## **Uncomfortable With Conflict**

People with this profile would prefer to avoid roles which have potential for conflict and would tend to comply with others rather than disagree. Normally they would be perceived as obliging, polite and agreeable. They are best suited for an environment which focuses on growth and development rather than one primarily dealing with conflict and crisis management.

### **Developmental Suggestions for People who are Uncomfortable with Conflict**

People with this profile will be best suited to careers where conflict is minimal. For consulting roles where there is a lot of potential for conflict, provide them with a system to deal with disagreements etc.

Coach them to deal with conflict by providing skills in conflict resolution and communications.

Provide them with strategies that will help them respond effectively where there is need for them to assert themselves. Formal assertiveness training may be helpful.



## IV COMMUNICATION STYLE

This section deals with the individual's communication style based on the following character traits:

- Social Orientation
- Analytical Orientation

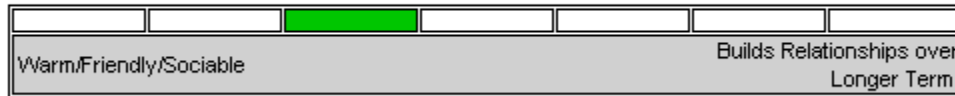
The CCP provides Coaching Suggestions which the manager may wish to use to help the individual focus on developing his/her strengths. These questions are based on the Communication style of the individual.

### Social Orientation

**Social Orientation (SO)** reports on the individual's approach to building relations with other people and the degree that he/she is motivated by and derives satisfaction from meeting and interacting with new contacts.

The majority of people (approximately 60-65%) would score in the average range on this scale. They would be described as fairly sociable, enthusiastic, cheerful and entertaining. Most would value social interaction but might be inclined to take time to become comfortable with new people.

#### Social Orientation



### Highly Sociable

People who score in the above average to high range on **Social Orientation** are very sociable, cheerful, friendly and outgoing. They are able to build relationships and friendships without difficulty and are quite comfortable with other people upon meeting them. They are able to work well in environments where there is regular contact with other people such as clients and customers. They will be well suited for roles that focus on building good relationships with a client/customer base and presenting a positive image for the organization. Many customer service and sales roles are given to friendly people who score in this range.

#### Developmental Suggestions for Highly Sociable People

Coach people with high social orientation to understand that their strength will help them in dealing with other people to build good working relationships. By demonstrating an appropriate interest in others, sociable people can make many friends for the organization.

Highly sociable people will enjoy consulting roles that provide a lot of interaction with other people. These may include financial services, social and community service roles.

Coach them to take advantage of their sociable nature by learning to give presentations to peer groups or customers. Help them develop their skills as facilitators.

Help them understand that the ability to work well with others is a strength in any career path and may be seen as very important in some consulting roles.

Coach them to be good coaches in their areas of expertise because they enjoy interacting with others and could be good instructors or coaches themselves .

## **Sociable**

Most people fall into the range on where they would be described as generally sociable, friendly and outgoing. They are generally at ease building relationships and are quite comfortable with other people. They will be able to work well in most environments where there is regular contact with people,

### **Developmental Suggestions for Sociable People**

Help them understand that the ability to work well with others is a strength in any career path.

Capitalize on their strengths interacting with other people by using those strengths interacting with clients and peers.

Build their communications skills by asking them to deliver small presentations at meetings with clients and peers. Coach them to look for feedback in order focus their presentations.

Consult with them on how they would like to develop their communications skills.

## **Builds Relationships Slowly**

People in this range tend to take time to get to know people. They prefer to build friendships slowly until they feel comfortable with people. They feel more at ease dealing with an established client /customer base because of their tendency to build relationships over a longer period of time. They will benefit from some coaching to achieve their full potential in roles that require them to interact with new people on a regular basis.

### **Developmental Suggestions for People who Develop Relationships Slowly**

Integrate them with other people such as peer groups, customer bases etc gradually so that they can build relationships at their own pace.

Build effective communications skills through programs and courses that address such issues as effective listening, speaking, presenting and other related communications skills. Consult with them on specific communications skills that they need to develop.

Establish proactive, regular sessions for feedback and coaching on their communications skills.

# Analytical Orientation

## Analytical Orientation



**Analytical Orientation** evaluates the degree to which the individual is interested in learning for its own sake and his or her suitability for dealing with technical and detailed matters as an integral part of the career. This is an important factor in many consulting careers that require in-depth knowledge and attention to detail such as medical specialists, engineering, architecture, Information Technology and other applied science professions and consulting careers.

The majority (approximately 60 to 65%) of the general population would score in the average range on this scale while those in more technical service roles would tend to be more analytical. This would reflect such attributes as being logical, reflective, analytical and practical.

(NB. It should be noted that this reflects the importance of and interest in learning to the individual but does not necessarily reflect intelligence)

### Highly Analytical

People who score in this area of the graph would be viewed as quite analytical, logical and practical. They would pay attention to detail and examine issues carefully until they were fully understood. They would be most comfortable in customer care roles that have a significant problem solving component. They are interested in learning for its own sake and working with challenging issues would be enjoyable for them.

#### Developmental Suggestions for Highly Analytical People

Help highly analytical people understand that their analytical nature is a strength which has great value in customer care roles which include a significant component of intellectual activity and problem solving.

Ask them to use their analytical nature to develop new approaches and solutions to problems.

Help them develop their ability to communicate their ideas in a way that others can grasp easily.

Highly analytical people are motivated by an environment that provides them with opportunities for personal development and education. Consult with them on their training needs to avoid investing in areas where they already have a working knowledge.

Focus them on careers where fresh problems and challenges may be necessary to keep them interested.

Match highly analytical people with others who either enjoy delving into technical details or who need someone who can support them technically.

### Moderately Analytical

The majority of the population will score in this range. They would be comfortable with a balanced mix of technical and non-technical issues in their work. Problem solving would be an interesting aspect of their work but a mixture of non-technical and technical issues would be most desirable. Their training should be matched to their needs as they may not necessarily regard extra training or research as an incentive.

#### Developmental Suggestions for Moderately Analytical People

People who are moderately analytical will be most effective in customer care roles where there is a balance between using their analytical skills and dealing with other people.

Assign them to projects that can make use of their balance between technical and people oriented issues.

Focus on existing technical strengths and define a strategy to develop the specific areas that they will need to improve to be more effective.

### **Learns the Necessities**

People who score in this range will learn what is necessary to do the job effectively but would prefer to avoid highly technical issues or ongoing research. They are unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. They are more likely to achieve their full potential in an environment that includes a limited amount of technical or analytical work. They would prefer to avoid detailed or complex projects and assignments.

### **Developmental Suggestions for People who learn the Necessities Only**

Assign them to situations with mentors who will be able to use their existing analytical skills appropriately. Less analytical people who are good at dealing with other people may be well suited to interacting with customers, clients and others on familiar or less technical issues.

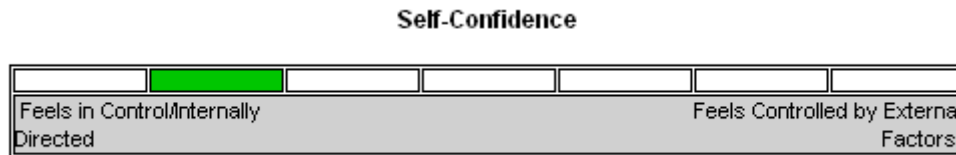
Place them in teams or partnerships with associates whose analytical strengths will complement theirs.

Focus on the technical strengths that they do have and define a strategy to develop the technical needs that are of critical importance to their growth.

## V Attitudes

This section of the Customer Care Pro deals with attitudes which reflect recent experience. These attitudes reflect how one is feeling about the important issues of personal effectiveness and integrating stress with one's lifestyle. Attitudes can be changed over time.

### Self Confidence



Self Confidence measures the degree to which the individual feels in control of the events and situations that they face in their daily lives and careers. Confidence can make the difference between being competent or 'meeting expectations' and performing well or 'exceeding expectations'. If someone is confident they can be expected to perform well in their areas of expertise and address new tasks with the belief that they can deal with them.

Self confidence can be affected by personal circumstances such as a family illness, the loss of a job or other events. When someone has reduced confidence, they can often be helped to rebuild it by focusing on their strengths and their past achievements.

#### Very Confident

People in this range would be considered to be very confident that they are in control and able to handle most situations on their own. This profile usually indicates people who accept responsibility for their own performance and who expect to succeed in most if not all of their efforts.

\*\* Highly confident people can be perceived as arrogant by others but it is important to identify their strengths and build on that confidence to get the best performance rather than to shake it to prove a point.

#### Developmental Suggestions for Very Confident People

People with high levels of self confidence should be encouraged to feel good about their strengths so that they will use them consistently. Ask them to commit to achieving (and exceeding) agreed upon performance levels in order to build a reputation for excellence and reliability.

If people with this level of confidence ever appear arrogant, remember that it is important to feel good about oneself but also important to avoid the appearance of arrogance. Help by trying to get the individual to be aware of how other people may be perceiving him or her but do not dwell on the issue.

Encourage people who are confident to continue to feel responsible for their own performance.

#### Average Confidence

People in the average range are demonstrating confidence levels consistent with the majority of the population, believing that they are capable of handling most situations that they are likely to encounter. Like most people, they will feel that they need help with difficult problems or in tight situations. Scores to the left end of the shaded range indicate high average self confidence while scores to the right end of the shaded range reflect low average self confidence.

#### Developmental Suggestions for People with Average Confidence

Make certain that people understand their strengths in order to be effective. Look for positive aspects of their performance that they may have overlooked.

Assign them to projects that will take advantage of their strengths. Help build and maintain confidence by focusing on their strengths, acknowledging and praising their accomplishments on a regular basis.

## **Below Average to Low Self Confidence**

People with low self confidence will feel that they have very little control over events and circumstances. They may look to others for help and could occasionally feel that they are not entirely responsible for their performance level.

People in this state need to focus on strengths and positive things that they are accomplishing. Sometimes personal catastrophes such as family illness can have a negative impact on confidence, leaving the individual with feelings of powerlessness.

### **Developmental Suggestions for People with Below Average Confidence**

Make certain that people understand their strengths in order to be effective. You may have to probe and get the person to outline their own strengths so that they demonstrate awareness. If you tell someone about their strengths they may dismiss them but if you are able to get them talking about themselves they will become more aware.

Look for positive aspects of their performance that they may have overlooked and help them focus on these things. Focus on what they are doing well and acknowledge it to assist in building self confidence.

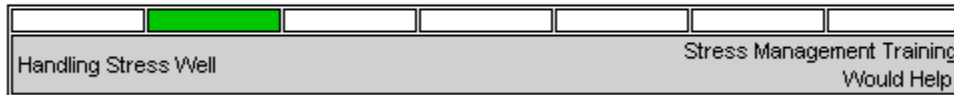
Coach them to look for assignments or projects and ultimately career paths that will take advantage of their strengths. Identify the things which they are proud of achieving and help them understand the personal strengths which helped them achieve those things.

When they do something well, make sure that they learn to be aware of their competencies. Conscious competence builds confidence. Coach them to acknowledge and learn from mistakes or failures and then move on.

# Lifestyle Management

Lifestyle Management is a reflection of how the individual feels about the demands and stresses in his/her lifestyle. Numerous studies have shown that those who are having difficulty managing stress do not perform as well as when these stresses are managed effectively. If that is an issue, they should be helped with counseling, mentoring and/or stress management training.

## Lifestyle Management



## Managing Lifestyle Well

People in the above average to high range are able to handle most stressful situations quite well. Urgent projects, deadlines and criticisms would be dealt with effectively. Their ability to cope with stressful work environments may even enhance their performance in challenging situations.

\*\* The ability to adapt and cope effectively with stressful situations is an asset in any business environment, particularly one filled with demanding users and clients. People who manage stress well may become not only effective members of teams (provided that their other characteristics are suitable) but also resources that will help other team members to learn their coping strategies.

### Developmental Suggestions for People Managing their Lifestyle Effectively

Challenge them with additional responsibilities when the need arises. Because they are able to handle stress and manage their energy effectively, they are good choices for extra work when the situation demands it.

Develop their strengths as communicators so they may be used as mentors for those who need help coping with stress.

## Managing Lifestyle Effectively

The majority of the population would fit into this range, showing that they handle pressure, deadlines, criticism and most stressful situations adequately. Their approach to this issue will be neither a strength or a weakness but like most people they will show occasional signs of stress.

### Developmental Suggestions for People Managing their Lifestyle Effectively

Formal stress management training or coaching sessions will help most people deal more effectively with stress and managing their energy. By helping people discover and understand the nature and sources of their stress, they are able to address it more appropriately.

When people are under a great deal of stress, help them deal with it by lightening their workload. Avoid additional assignments when they are not managing their energy well.

Help them identify the sources of stress in their lives and encourage them to see them as challenges or benefits rather than threatening or harmful.

## **Need Coping Strategies**

People who score in this range are currently showing signs that they are having some difficulty dealing with stress. They may be experiencing a significant amount of stress without having good strategies to cope with it. People who are not coping with stress effectively can provide inconsistent performance and may need support from an understanding supervisor.

\*\* It is generally conceded that people under stress tend to perform poorly and that a change of jobs or careers is a major stressor. With that in mind, it is a major caution to consider carefully when bringing a person with this sort of stress management score into a new environment.

### **Developmental Suggestions for People who Need Coping Strategies**

Help them discover and understand the nature and sources of their stress using discussion or stress evaluation tools.

Do not give them additional responsibilities while they are under stress. Consider removing some of their existing responsibilities until they are managing more effectively.

Coach them with new strategies and/or provide them with formal stress management training.

Help them evaluate their stress coping strategies to determine their effectiveness.

Follow up with them to determine whether they are integrating new stress management techniques into their daily routines.



## Approach to Networking/Self Promotion

The individual's Approach to Networking and Self Promotion is an important factor in determining his/her suitability for careers that require a degree of self promotion, building personal networks, handling rejection and to a lesser degree, having an interest in sales as a career. A low score on this scale would be considered an attitudinal block to performance in some customer service roles.

NB. Remember that these are attitudes which reflect personal experience, usually the most recent and they can be changed over time.

### Approach to Networking/Self-Promotion



### Very Comfortable

People who score in this range on this scale would be considered as very comfortable promoting themselves and creating a network of associates and friends. They would be comfortable discussing their business and personal goals with their friends, associates and other people in social situations. Generally speaking they do not view the disinterest of others as a personal rejection and they view sales in a generally positive light.

### Developmental Suggestions for People who are Very Comfortable Networking and Self Promoting

People who score in this range would also be suitable attitudinally for a sales or marketing career. Their overall approach to networking and self promotion is consistent with the attitudes of successful sales people and they are comfortable networking and promoting products and themselves.

Make people with this profile more aware of their strength networking and promoting their own ideas. Being able to discuss and present business ideas is a valuable asset in indentifying and developing new business opportunities.

Help people with this profile understand that comfort with networking and self promotion is a strength that combined with strong self management skills, motivation to succeed financially and good communications skills can help them sell additional consulting services and products.

### Moderately Comfortable

People who scored in this range would be somewhat comfortable discussing themselves and their business but may need strong commitment to product and a well developed method of approaching people. The requirement for consistent networking and prospecting could provide a challenge for some of them, particularly in the right end of the range. In those cases, they would need ongoing training, support and probably monitoring by an experienced mentor.

### Developmental Suggestions for People who are Comfortable Networking and Self Promoting

If the individual is palced in a role where he/she must promote him/herself or the company's products and services, it is important to help him/her develop his/her level of comfort with networking and self promotion. Most careers of this type require good communications skills, an effective approach to people and comfort with these issues. Books on consultative selling and other types of selling would be good sources of techniques.

If he/she wants to improve his/her comfort with networking, He/she should be coached to be a good listener first and discover what interests the people with whom he/she wishes to network.

Encourage him/her to develop a list of the positive aspects of him/herself, the products and services that he/she wishes to promote and the company. Help him/her focus on those positive aspects when asked about any of them.

When combined with strong self management skills, motivation to succeed and good communications skill, his/her comfort in this area is a strength that he/she may wish to build upon.

## Uncomfortable

People with this profile would tend to prefer a clear separation between their personal activities and business related activities. They would likely have a great deal of reluctance to promote products and move from a service contact to a business development contact. They would likely avoid any business networking at both formal and informal social gatherings. To be successful in a networking career, they would need extremely strong commitment to the product/service. They would also require a well developed approach or sales track for consistent activity and any high level performance.

### Developmental Suggestions for People who are Uncomfortable Networking and Self Promoting

If the individual is interested in a career where he/she will need to promote him/herself or the company's products and services, it is important to help him/her develop his/her level of comfort with networking and self promotion.

Help the individual develop good communications skills, an effective approach to people and comfort with such issues as rejection, disinterest or other responses that could be taken personally but are probably not meant that way.

If someone wants to improve his/her comfort with networking, he/she should be coached to be a good listener first and discover what interests the people with whom he/she wishes to network.

Encourage him/her to develop a list of the positive aspects of him/herself, the products and services that he/she wishes to promote and the company. Help the individual focus on those positive aspects when asked about any of them.

## Listening Style

**Listening Style** is an scale based on the answers to a series of questions which describe the individual's approach to listening to the concerns of other people. The questions deal with patience, actually trying to understand the other person and overall courtesy.

### Listening Style



The Listening Style feedback is on a 5 point scale with the largest group of people scoring in the middle box (as in the sample) indicating a typical approach to listening which would be reflected by being a good, attentive courteous listener on some occasions and being less effective on others.

Those who score on the left end of the scale would tend to be attentive, courteous and conscientious about assuring the speaker that he/she was being understood. This is particularly important in consulting roles of any kind. Whether the client is a patient, a consumer, an individual contributor to a business operation or a senior executive, everyone feels that they deserve to be heard (and they do!)

For those who score on the right end of this scale, they are demonstrating that they need coaching in some of these areas. People who score at that end may be showing impatience, apparent lack of empathy, indifference to other people's concerns and opinions and other issues that could be a major concern in a consultant.

## VII EMOTIONAL INTELLIGENCE

### EMOTIONAL QUOTIENT

| SELF AWARENESS I: MOOD LABELING                    |  |                                                            |  |  |
|----------------------------------------------------|--|------------------------------------------------------------|--|--|
| Labels feelings and emotions as they are happening |  | Does not label feelings and emotions as they are happening |  |  |
|                                                    |  |                                                            |  |  |

A measure of a person's ability to accurately label personal feelings and emotions.

The Mood Labeling (ML) scale measures a person's ability to accurately label feelings and emotions. This score indicates the extent that individuals can interpret their feelings as they are happening. Strong self awareness is a key ingredient of EQ



This score indicates that the candidate demonstrates the potential for good ability to identify and categorize his/her feelings as they happen.



The candidate shows the ability to identify and categorize his/her feelings like the majority of the population.



The candidate may exhibit some difficulty labeling his/her feelings and emotions. This would be indicative of low self awareness.

| SELF AWARENESS II: MOOD MONITORING |  |                    |  |                |
|------------------------------------|--|--------------------|--|----------------|
| High monitoring                    |  | Optimal monitoring |  | Low monitoring |
|                                    |  |                    |  |                |

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

The Mood Monitoring (MM) scale measures the amount of energy a person puts forth in monitoring his/her feelings and emotions.



High scores on this scale may identify people who devote too much energy to their mood states. These individuals would benefit from learning how to focus their energy more on external states rather than on their internal feelings and emotions.



Scores in this range indicate individuals who are focusing an appropriate amount of energy in monitoring their mood states.



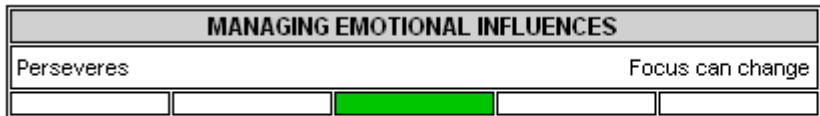
Low scores indicate individuals who do not exert enough energy towards their moods which may limit their overall self awareness. They would require coaching in learning how to be more aware of their feelings and emotions.



A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

The Self Control (SC) scale measures a individual's control over his/her feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.

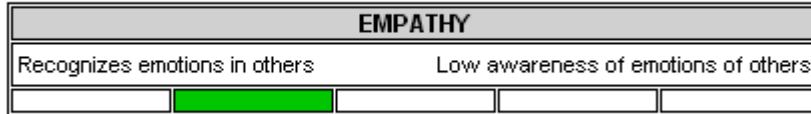
- ← This score indicates that the individual demonstrates the potential for good control over his/her impulses, emotions, and/or desires.
- ↔ The individual demonstrates control over his/her impulses, emotions, and/or desires like the majority of the population.
- The individual may show difficulty in delaying immediate gratification in order to attain future goals and objectives.



A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

The Managing Emotional Influences (MEI) scale measures an individual's ability to manage emotional influences that would prevent him/her from taking those actions he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals. This scale provides an indication of the candidate's willingness to take action when they are convinced that it is the right thing to do.

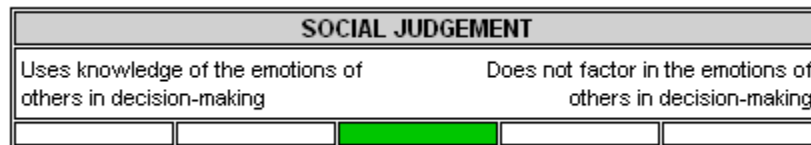
- ← This score indicates that the individual is able to manage emotional influences effectively and persevere with his/her personal goals.
- ↔ The individual has the ability to manage emotional influences commensurate with the majority of the population. He/she will be able to deal with the issue effectively most of the time.
- The individual may occasionally allow negative emotional influences to interfere with his/her goal attainment.



A measure of a person's ability to understand the feelings and emotions of others.

The Empathy (EM) scale measures a person's ability to understand the feelings and emotions of others. This score indicates how sensitive an individual is to the feelings and emotions of others. Empathy is an important quality for a manager in understanding others and establishing good coaching relationships.

- ← This score indicates that the individual has strong potential to recognize and understand the emotions of others.
- ↔ The individual shows the ability to recognize and understand the emotions of others similar to the majority of the population.
- The candidate shows below average sensitivity to the feelings and emotions others.



A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

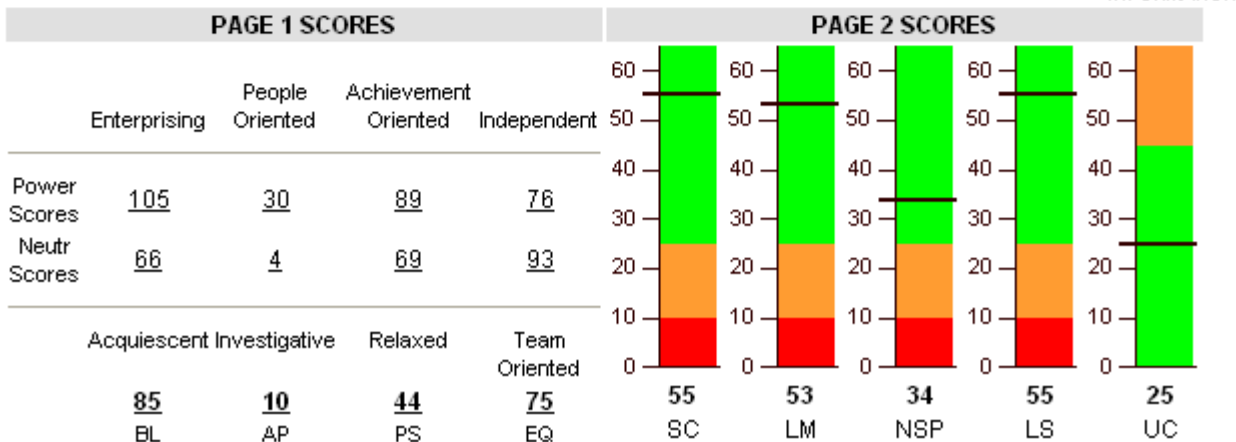
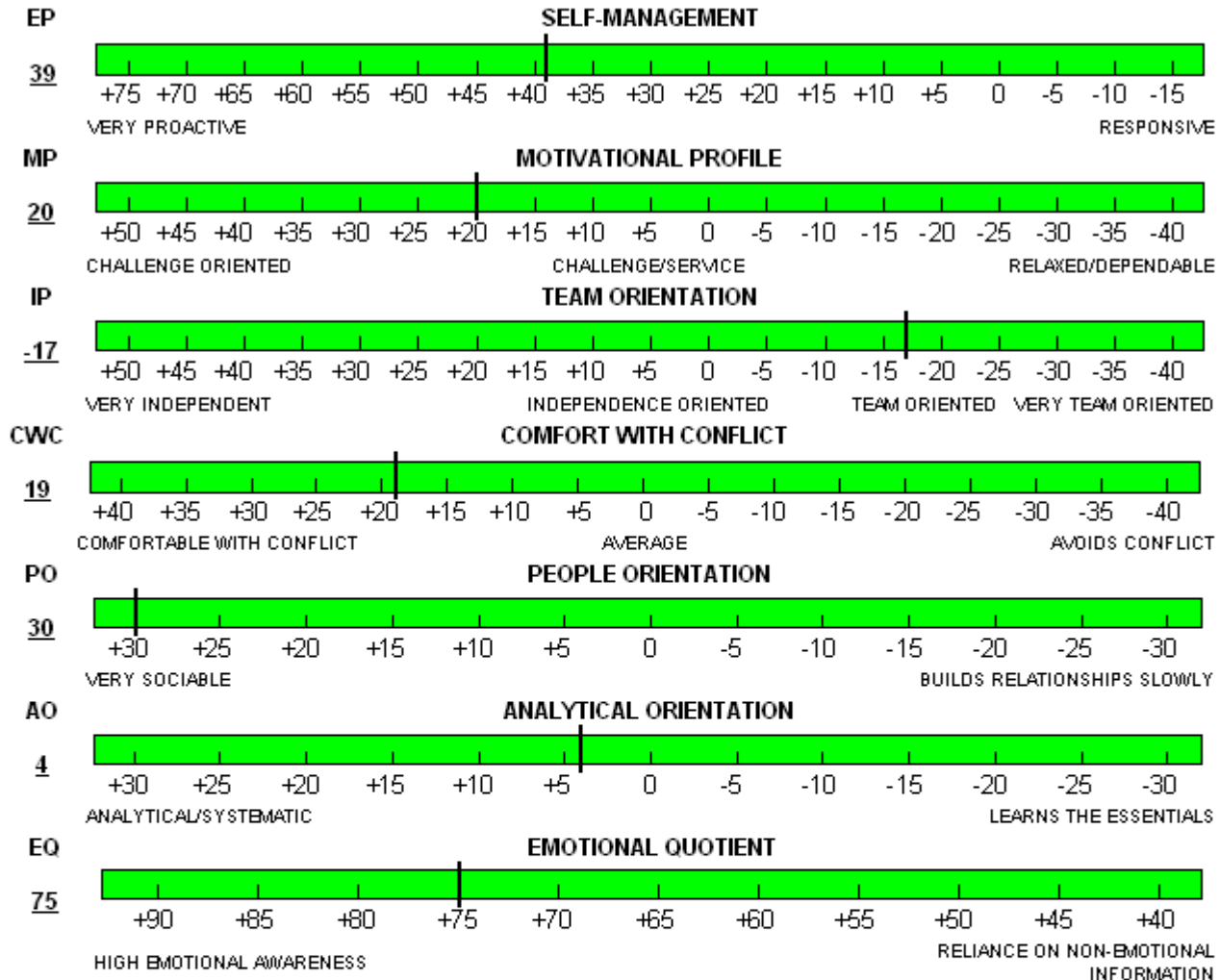
The Social Judgement (SJ) scale measures a person's ability to make appropriate decisions in social situations based on the emotional states of others. This score provides an indication of a individual's ability to manage interpersonal relationships. Social Judgement is an important component of management success.

- ← This score indicates that the individual has above average potential to respond appropriately in a variety of situations at work and to manage interpersonal relationships effectively.
- ↔ The candidate shows the potential to respond appropriately in a variety of situations at work and manage interpersonal relationships like the majority of the population.
- The candidate may show some difficulty making appropriate decisions in social situations based on the emotional states of others.

## VII SUMMARY OF SCORES

The Summary of Scores is a graphic representation of all of the scores on the profile and replicates the back page of the questionnaire. All of the major scales are explained in this manual for the reader who wishes to understand how to interpret them. For the experienced user or Self Management Group consultant, the Snapshot page will be sufficient to provide an overview of the individual.

### VIII. SUMMARY OF SCORES



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## DESCRIPTIONS OF THE SCALES

The **SELF MANAGEMENT or ENTERPRISING POTENTIAL (EP)** scale is a bi-polar scale that is derived by subtracting the Acquiescent (Acq) scale from the Enterprising (Ent) scale. Positive scores indicate that the person sees self as more self directed than compliant while negative scores indicate a more compliant personality. The SM scale indicates to what degree the person can become a strong self manager. In the vast majority of occupations studied, self management potential is strongly related to performance with scores on the left often indicating better performers.

The **MOTIVATIONAL PROFILE (MP)** scale is a bi-polar scale that is derived by subtracting the Relaxed (Rel) scale from the Achievement Oriented (Ach) scale. Higher scores indicate that the person has a higher component of challenge in his/her motivational structure while lower scores indicate a more relaxed, dependable, service-oriented individual.

The **TEAM ORIENTATION or INDEPENDENCE POTENTIAL (IP)** scale is a bi-polar scale which is derived by subtracting the Team Oriented (Team) scale from the Independent (Ind) scale. Lower scores indicate individuals who prefer structure while higher scores are indicative of people who dislike structure or would prefer to create their own.

The **ANALYTICAL ORIENTATION (AO)** scale is a measure of the degree to which the individual's analytical orientation is dominant. Higher scores are associated with highly investigative people while lower scores indicate those who prefer to learn only what is essential.

The **PEOPLE ORIENTATION (PO)** scale measures the degree to which the individual's social orientation is dominant. Higher scores indicate a more socially oriented outgoing type while lower scores would be associated with reserved or even shy people.

The **COMFORT WITH CONFLICT (CWC)** scale reflects the degree to which a person asserts his or herself when faced with situations where there is conflict or potential for it. People who are not comfortable score lower and tend to acquiesce more readily.

The **SELF CONFIDENCE (SC)** scale is a measure of the degree to which the individual feels in control of the events and situations that they face in their daily lives and careers. People who feel that they are in control score higher while those who feel unable to make impact on their circumstances score lower.

The **LIFESTYLE MANAGEMENT (LM)** scale is a reflection of how the individual is currently dealing with stress in his/her career and lifestyle. People who handle stress well score high on this scale while those who are dealing with stress and managing their energy less effectively score low on the scale.

The **APPROACH TO NETWORKING AND SELF PROMOTION (NSP)** scale is a reflection of one's feelings about promoting oneself, creating networks for business opportunities or personal gain, handling rejection and feelings about sales as a career.

The **APPROACH TO LISTENING or LISTENING STYLE** scale is designed to help understand the individual's approach to actively listening and attempting to understand the viewpoint and concerns of other people.

## Personal Feedback Report

It is recommended that the individual who completed CustomerCarePro™ be provided with the Personal Feedback Report as it provides him/her with useful feedback on personal characteristics and strengths.

This information will be helpful to the candidate by providing information about the type of career that is the **best fit** for him/her based on his/her characteristics and attitudes.